

**ULI Washington
Technical Assistance Panel**

**East Frederick Rising
Technical Assistance Panel
Frederick, Maryland**

December 11-12, 2013



**Urban Land
Institute**

Washington

ULI - the Urban Land Institute

who we are...

- Research and Education Institute
- 30,000 members worldwide
- Offices in Washington, DC, London, and Hong Kong
- 52 District Councils in the Americas
- 14 District Councils in Europe
- Multi-Disciplinary
- Multi-Professional
- Members from 90 Countries

ULI Washington

A District Council of the Urban Land Institute

ULI at the local level

Over 1,800 Members—developers, architects, planners, public officials, financiers, students, etc.

Emphasis on sharing best practices and providing outreach to communities

- Technical Assistance Panels
- Regional Land Use Leadership Institute
- UrbanPlan Program
- Washington Real Estate Trends Conference
- Case Studies
- Regionalism and Housing Initiative Councils

<http://washington.uli.org>

ULI Washington Technical Assistance Panels (TAPs)



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Technical Assistance Panels (TAPs)

Recent TAPs

- Signage in Washington D.C.
- Indian Head Rail Trail, Charles County, MD
- Workhouse Arts Center, Lorton, VA
- Bowie State MARC Station
- Prince George's County: Metro GreenLine Corridor
- MDOT: Public Safety Training Academy/Shady Grove Life Sciences Center
- Manassas, VA: Mathis Avenue Corridor
- City of Annapolis: Annapolis City Dock
- D.C. Dept. of Housing and Community Development: Anacostia Gateway
- Maryland Dept. of Transportation: Wheaton CBD
- Interim Uses at the former Walter Reed Army Medical Center, and many more...

<http://washington.uli.org/TAPs>

East Frederick Rising TAP Panelists

Panel Chairs:

- Andy Brown, Stanford Properties
- Patricia Harris, Lerch, Early and Brewer

Panel Members:

- Duncan Slidell, The Bozzuto Group
- Lauren Jezienicki, The JBG Companies
- Christine Graziano, AECOM
- Dennis Carmichael, Parker Rodriguez
- Dan Hardy, Renaissance Planning Group
- Evan Goldman, Federal Realty Investment Trust
- Cathy Lewis, Fairfax County Department of Planning and Zoning
- John Asadoorian, Asadoorian Retail Solutions
- Paul Moyer, VHB

East Frederick Rising TAP

Today's Agenda

- Context
- Strengths and Challenges
- TAP Proposed Plan
- Implementation
- Questions and Feedback

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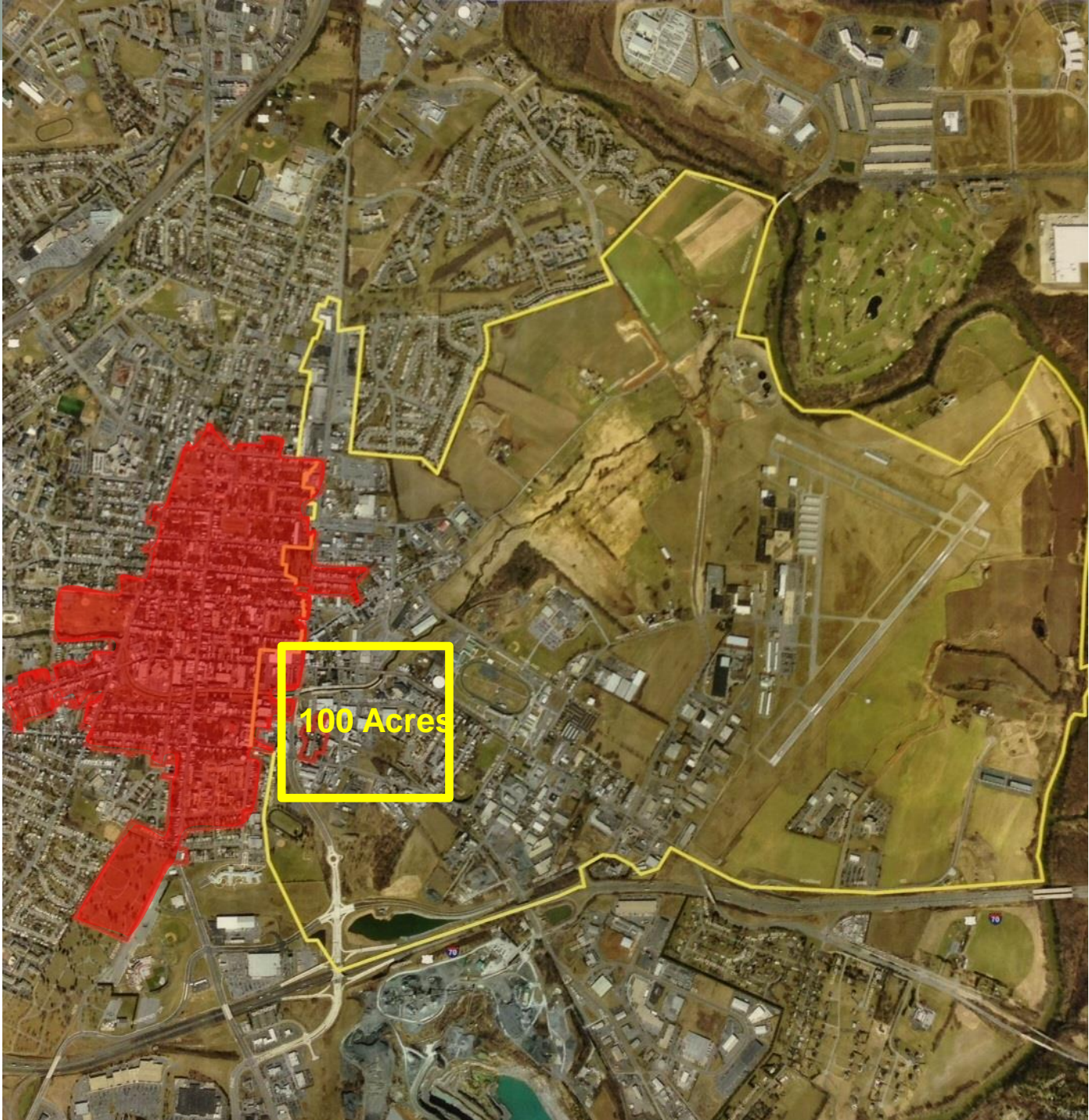
Context

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Large Study Area



**Anticipated
Development by
2020**

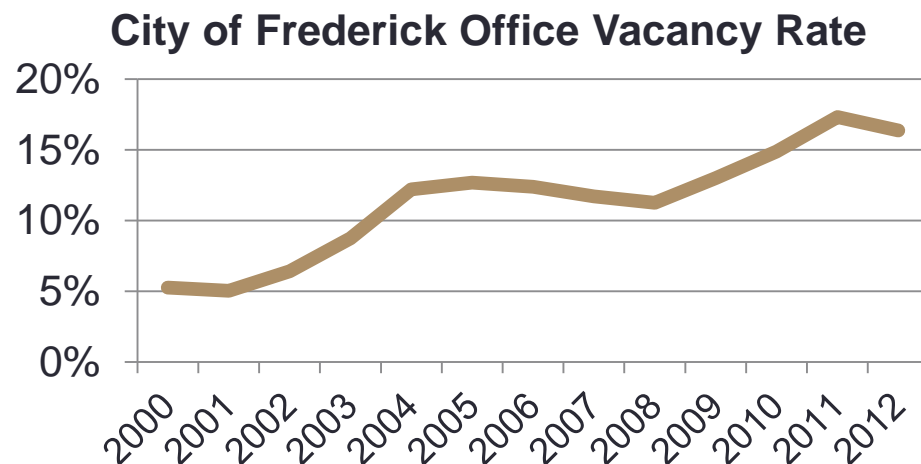


East Frederick Rising TAP: Residential Market

		2012	2015	2020	2030	2040
Projected County Households		85,901	101,349	117,184	145,351	171,568
Cumulative Projected Net New County Households			15,448	31,283	59,450	85,667
Single Family	85%		13,121	26,571	50,495	72,762
City	22%		2,845	5,761	10,948	15,776
East Frederick Capture	10%		284	576	1,095	1,578
Multifamily	15%		2,327	4,712	8,956	12,905
City	54%		1,251	2,533	4,814	6,937
East Frederick Capture	10%		125	253	481	694
Total Units	10%		410	829	1,576	2,271

East Frederick Rising TAP: Office Market

- Challenging environment
- City of Frederick average net absorption,
 - 2000-2012--68,212 sf
 - 2012 Year end-- 94,149 sf



Frederick County Office Employment Projections

	2012	2015	2020	2030	2040
Frederick County Employment	41,550	44,937	51,078	65,383	82,706
Net New Office Employment		3,387	9,528	23,833	41,156
Average SF per Employee		250	250	250	250
County Employment Growth-Based Office Demand		846,750	2,382,000	5,958,250	10,289,000
East Frederick	5%	42,338	119,100	297,913	514,450

Strengths and Challenges

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Strengths:

- Quality of life
- Natural environment
- Millennials influencing culture – driving economic development
- Local pride and civic investment
- East Frederick Rising

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Strengths:

- Culture and Arts
- Flexibility in what can be built in existing zoning ordinance
- 60% of Frederick's workforce lives in Frederick
- MARC train

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Challenges:

- Users unable to see potential of market and demand for their goods/services and are unwilling to invest
- Perception that doing business is hard
 - Bureaucracy
 - Taxes
 - Impact Fees
 - Changing and arbitrary land use ordinances

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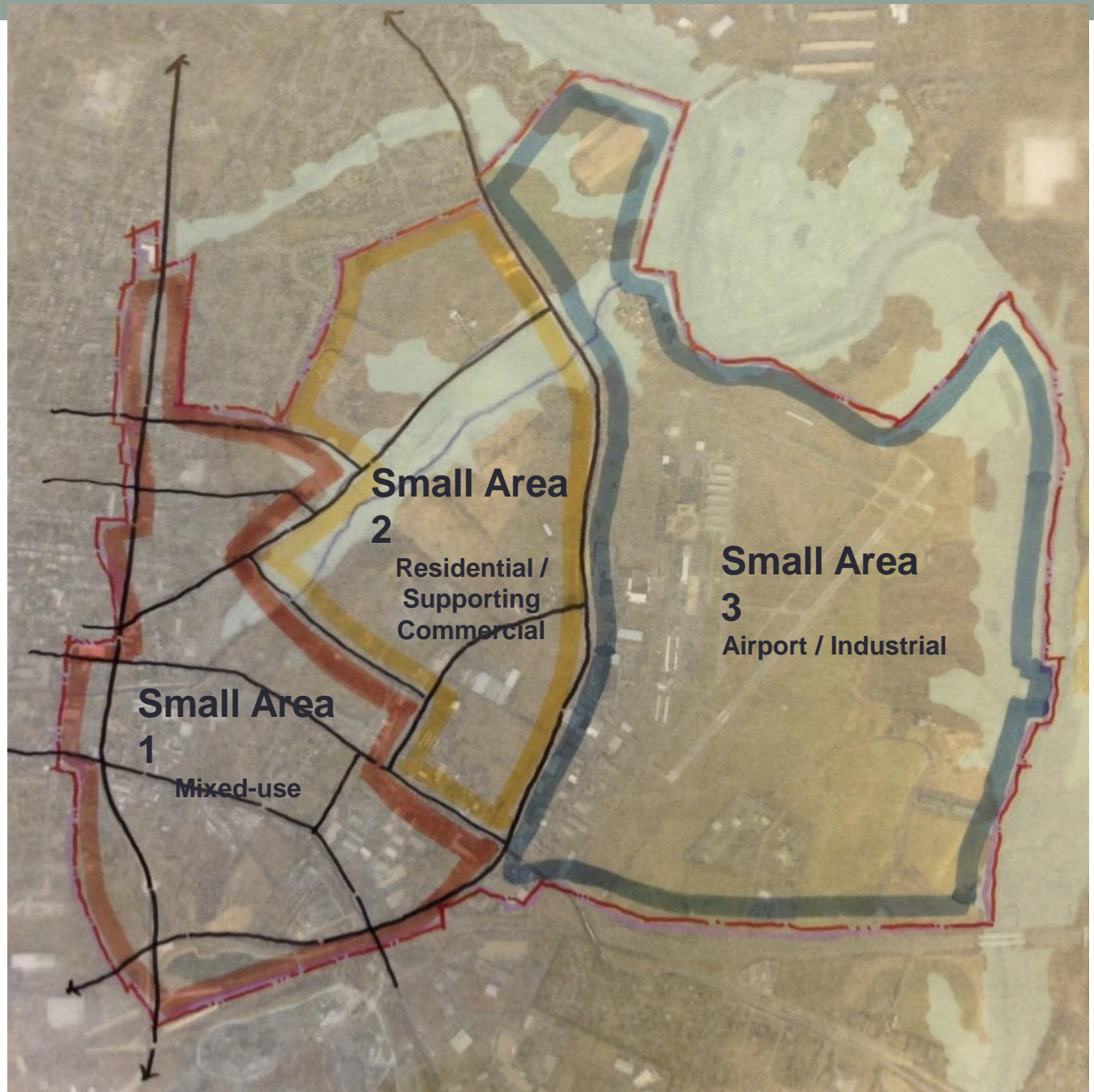
Challenges:

- Montgomery County office market vacancy is more likely to attract tenants
- Aging retail elsewhere in county – presents competitive development opportunity
- Rate of absorption
- Dispersion of uses across a huge land area v. focused intensity

TAP Proposed Plan

Overall Study Area Concept

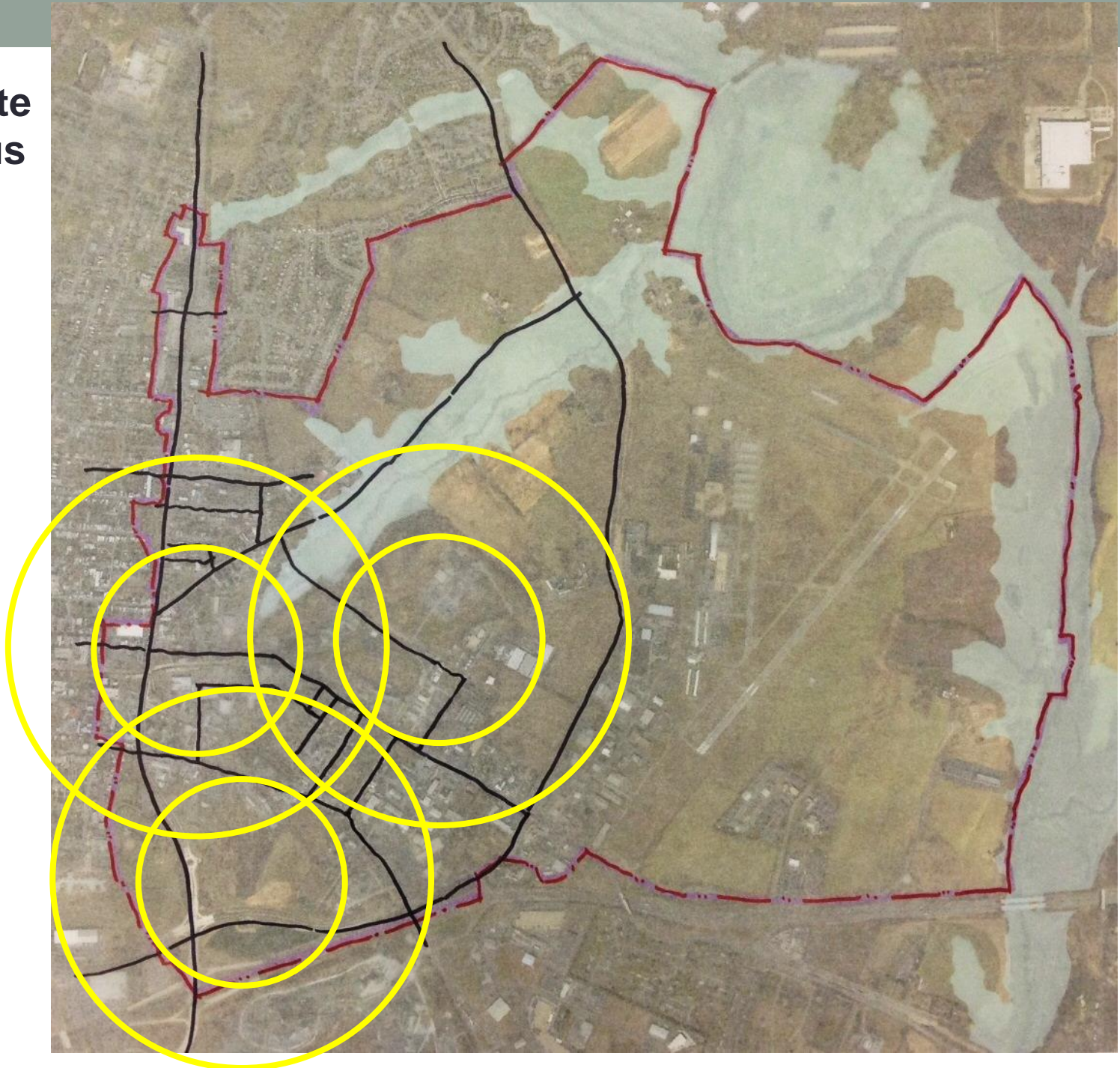
- Identify Small Area Focus Areas
- Establish of Overall Framework of Land Uses



Existing Streets

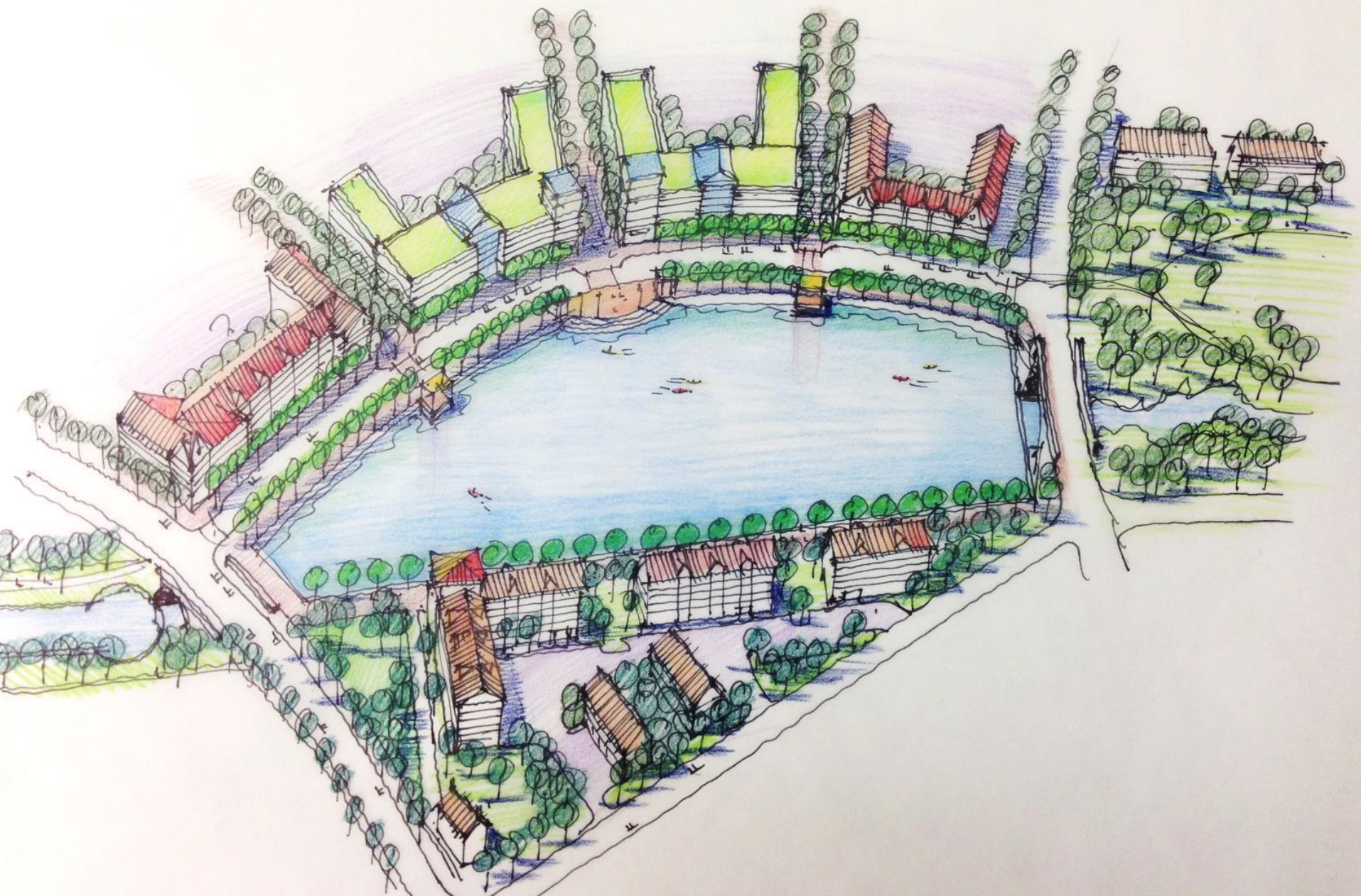


5 and 10 minute Walking Radius



TAP Vision Plan



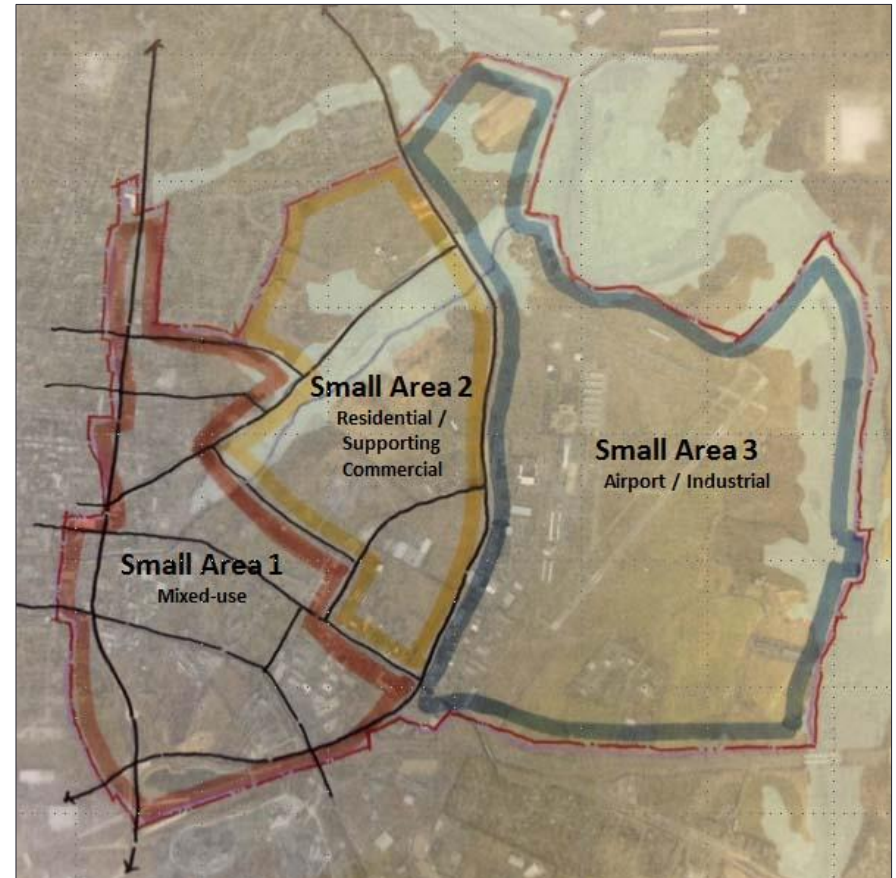




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Divide Study Area:

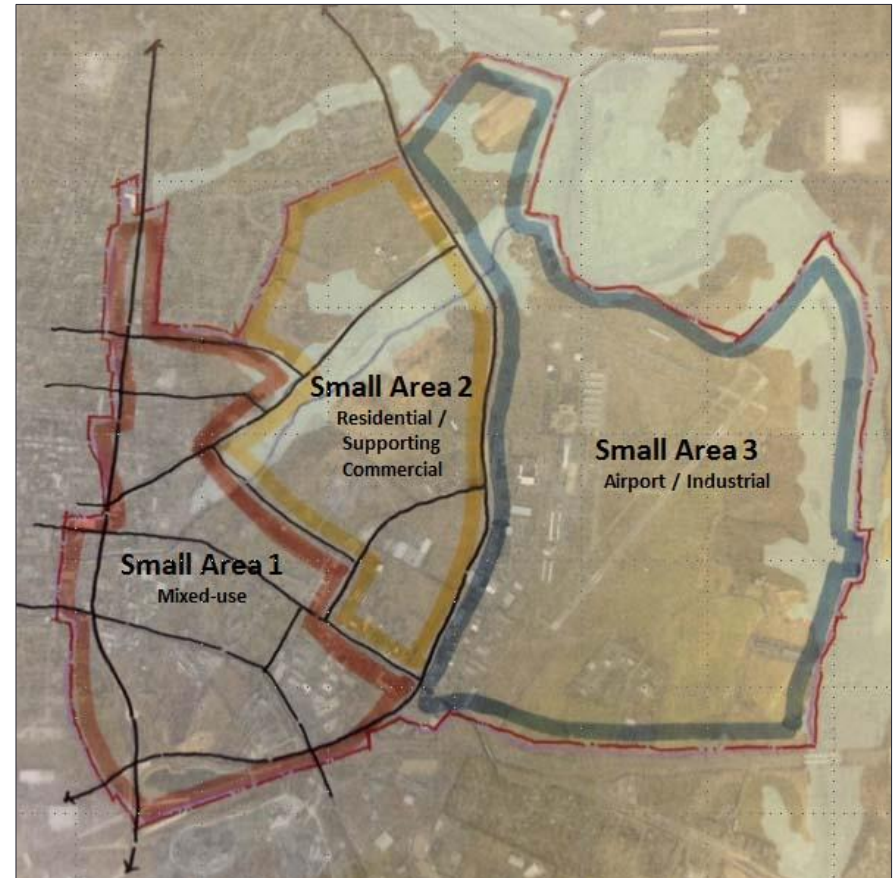
- Small Area 1: East Street, MARC, Mixed Use, Downtown, Fairgrounds, Brickworks
- Small Area 2: Residential, Office/Flex
- Small Area 3: Airport, Industrial



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Divide Study Area:

- Small Area Plans
- Establish Overall Conceptual Grid – all development must respect grid



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Small Area 1: East Street

Short Term:

- Relocation of post office to Area 3
- Incent development of Wormald site to develop as multifamily soon
- Support development of Brickworks Site
 - Lifestyle center in southwest corner with main street recognizing market realities - location, market, auto dependency.
 - Area closer to MARC station more pedestrian friendly, residential with grid
- Establish design guidelines for East Street, north of east 4th Street
 - Build-to lines, parking in back, one-story acceptable, potential for residential in back or above



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Small Area 1: East Street

Longer term:

- City lake with recreational component
High density residential with ground floor retail
- Encourage relocation of heavy industrial to airport area

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Small Area 1: Fairgrounds

Short term:

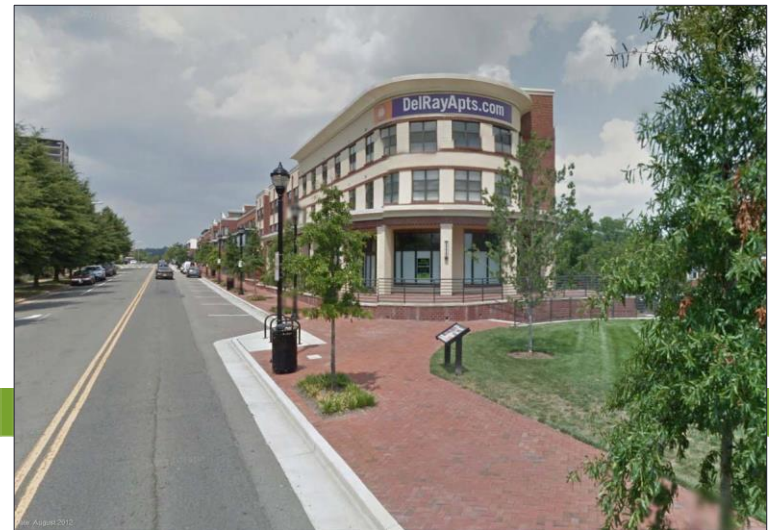
- Promote as area amenity
- Program to increase use
 - Active farmers market
 - Farmshare/Coop
 - Culinary Arts
- Improve street edge, especially along Patrick Street - potential retail liners along edge (mom and pop)
- Impose design guidelines on existing retail



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Small Area 2: Residential Neighborhood

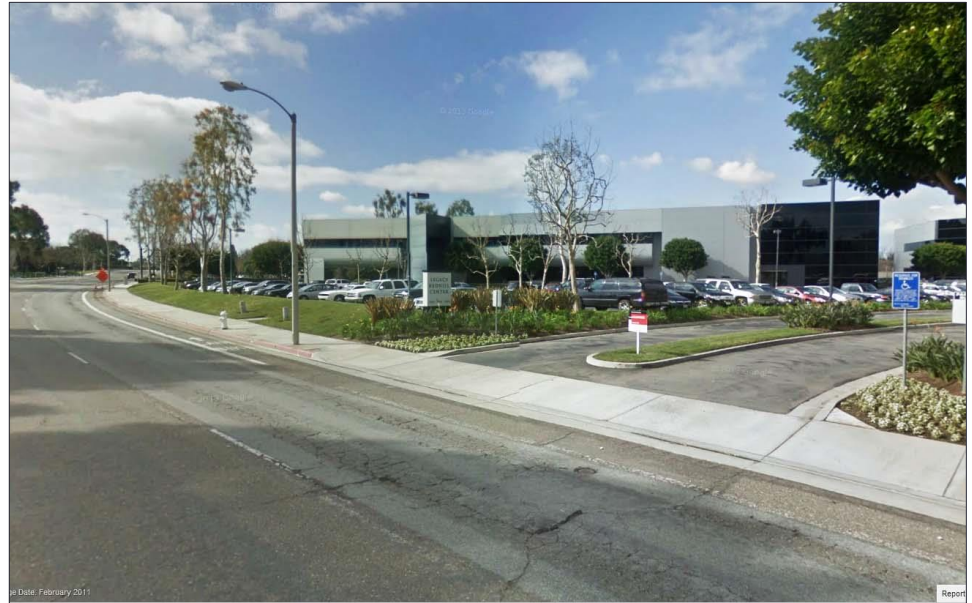
- Extension of grid
- Preservation of farm house on Wrenn property
- Provide elementary school site
- Linear park connecting farmhouse to Nicodemus with eventual pedestrian bridge over Carroll Creek
- Phasing of stormwater management/open space/park
- Neighborhood supporting retail along Hughes Ford Road
- Mixed residential (towns, single family, two-over-two)



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Small Area 3: Airport

- Develop economic development strategies
- Location for potential civic uses



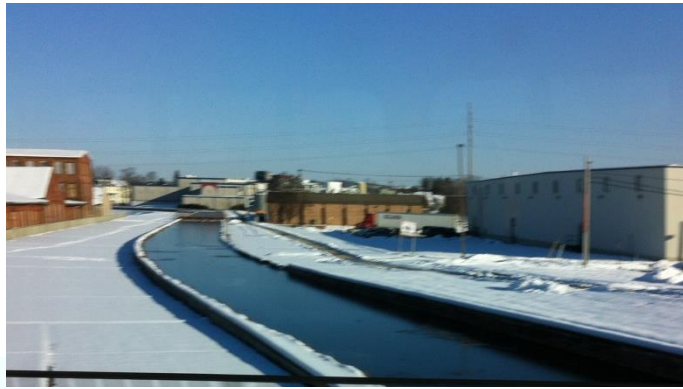
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Comprehensive Rezoning

- Short term:
 - Rezone Small Area 1 for desired residential and mixed-use
 - Include minimum density requirements
- Long term:
 - Rezone Small Area 2
 - Delay rezoning of Small Area 2 in order to direct residential development and retail to select areas in Small Area 1

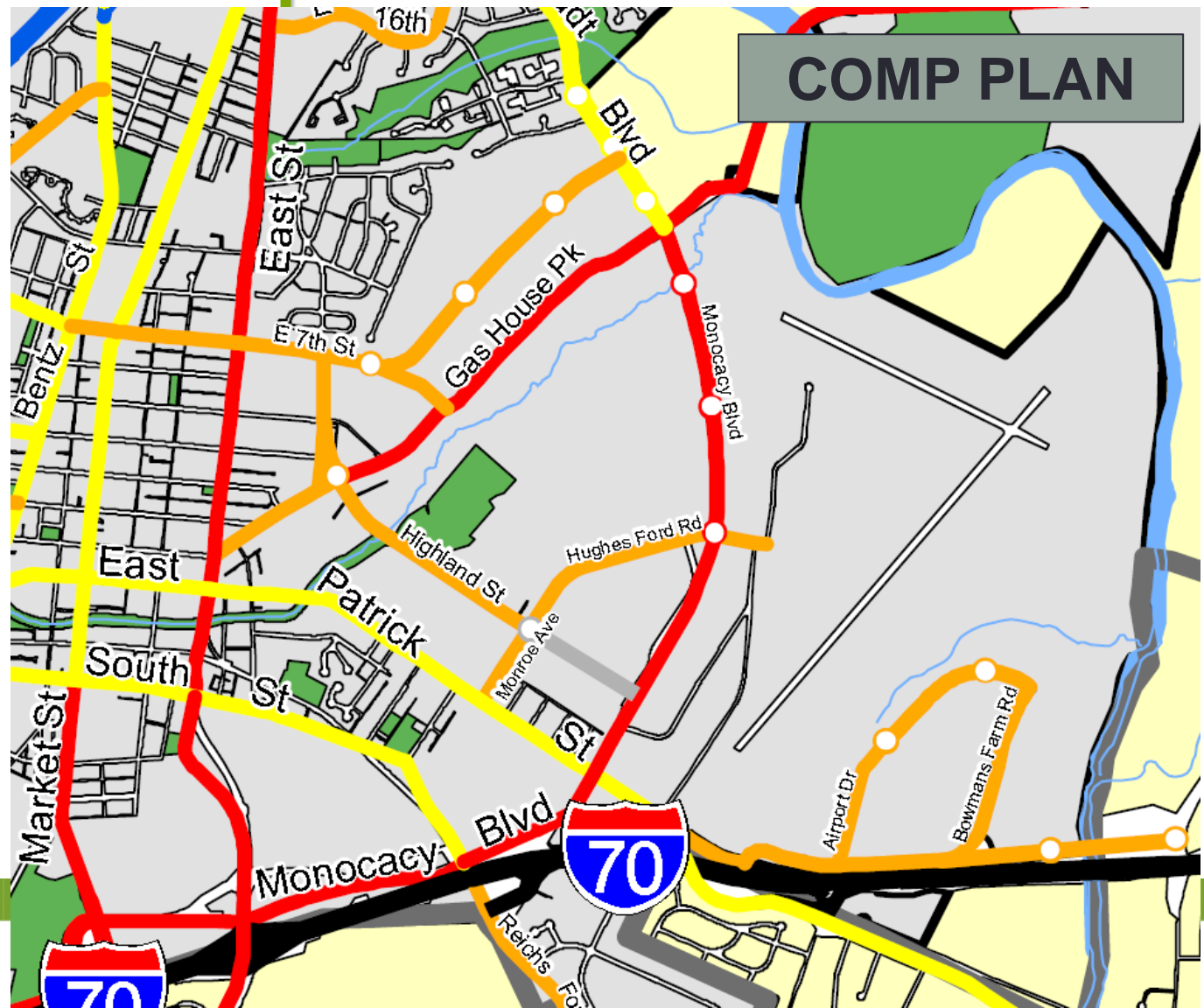
Infrastructure: Approach

- Define systems
- Right-size
- Identify needs, desires
- Incent
- Implement
- Monitor



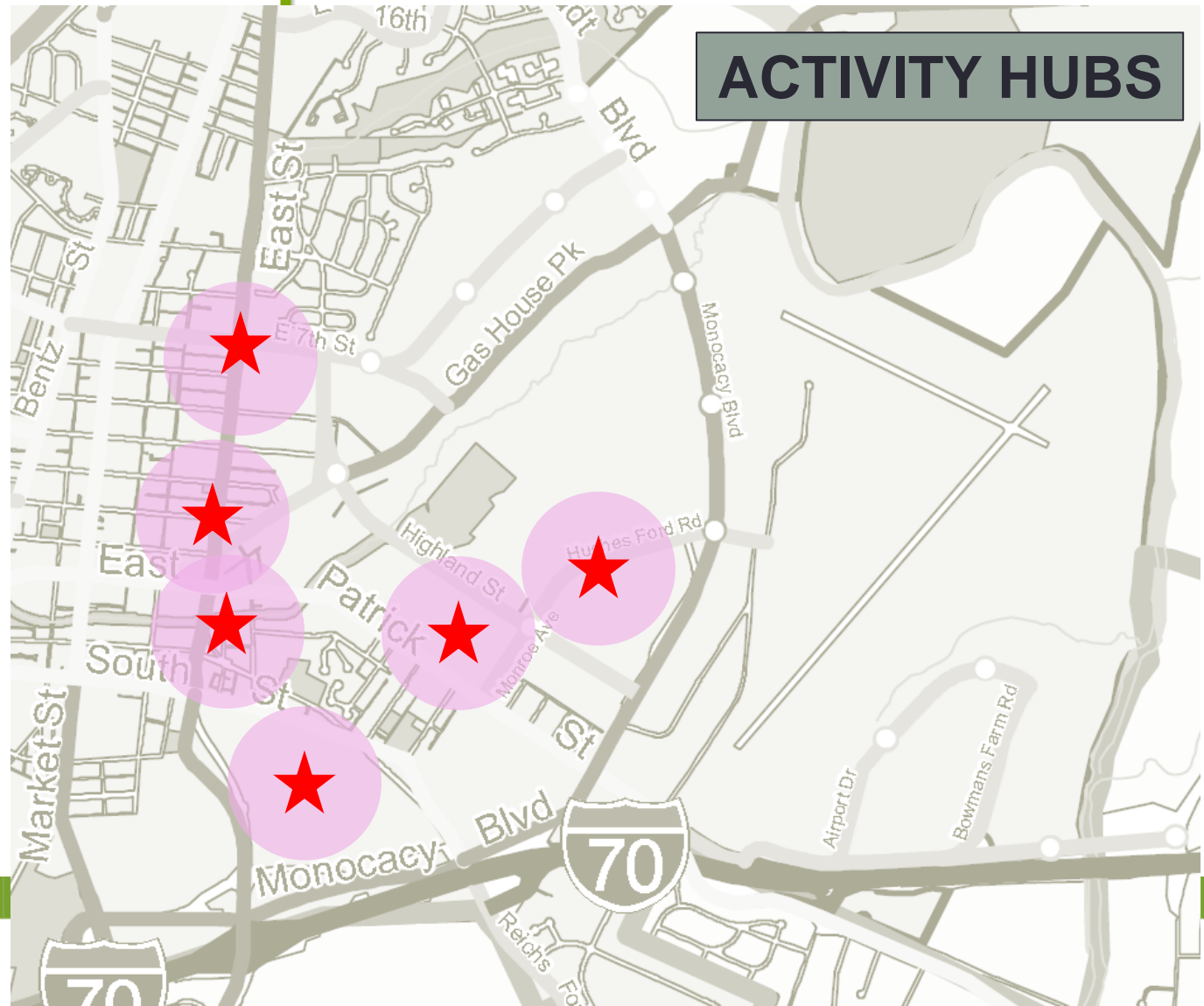
Infrastructure: Complete Streets

- Good starting point
- Arterials are set
- Key connections added



Infrastructure: Complete Streets

- East/7th
- East/Church
- MARC
- Brick Works
- Fairgrounds
- Senator Young Elementary



ACTIVITY HUBS



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Infrastructure: Complete Streets

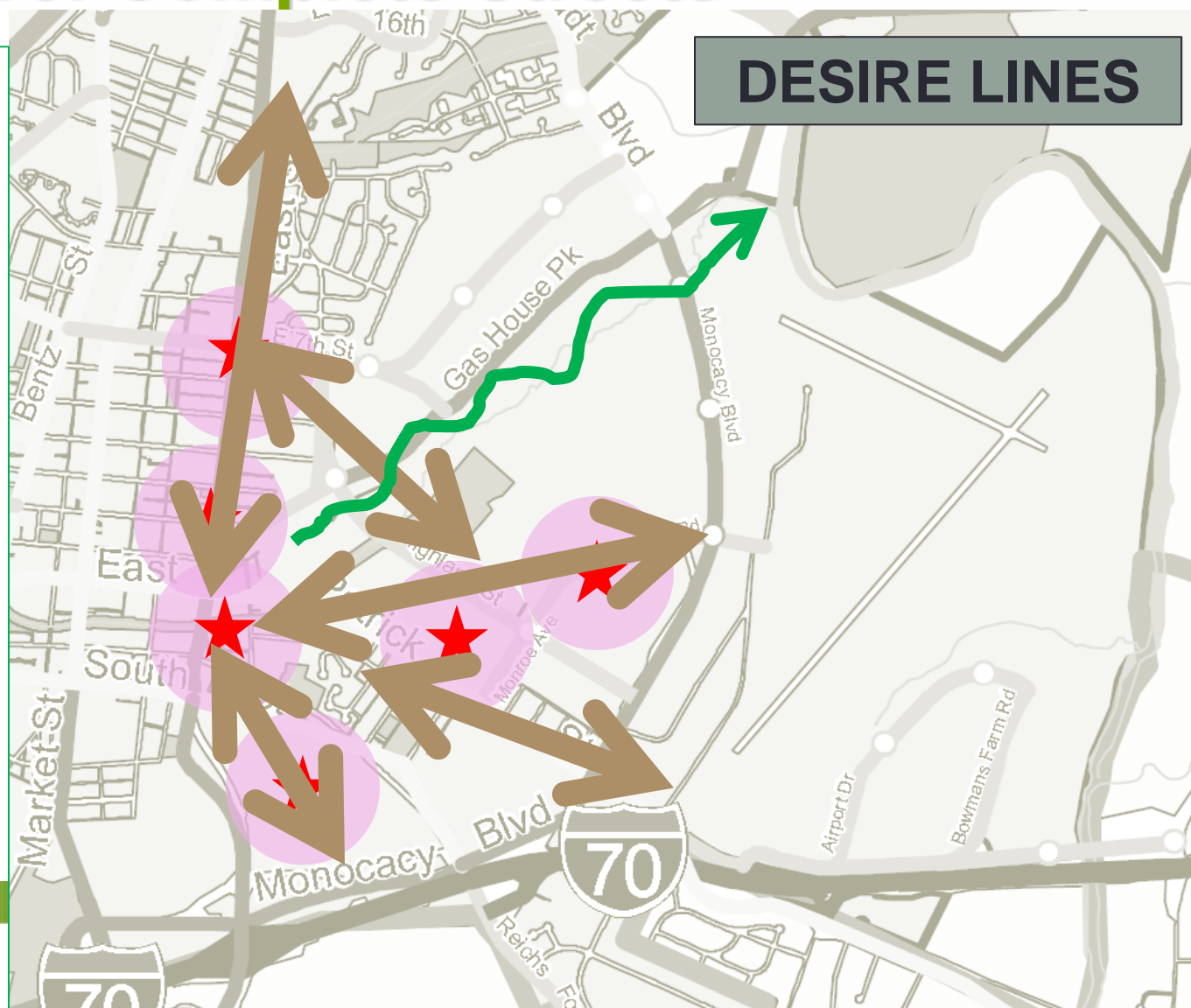
Places

- MARC
- Activity hubs
- Downtown

TransIT

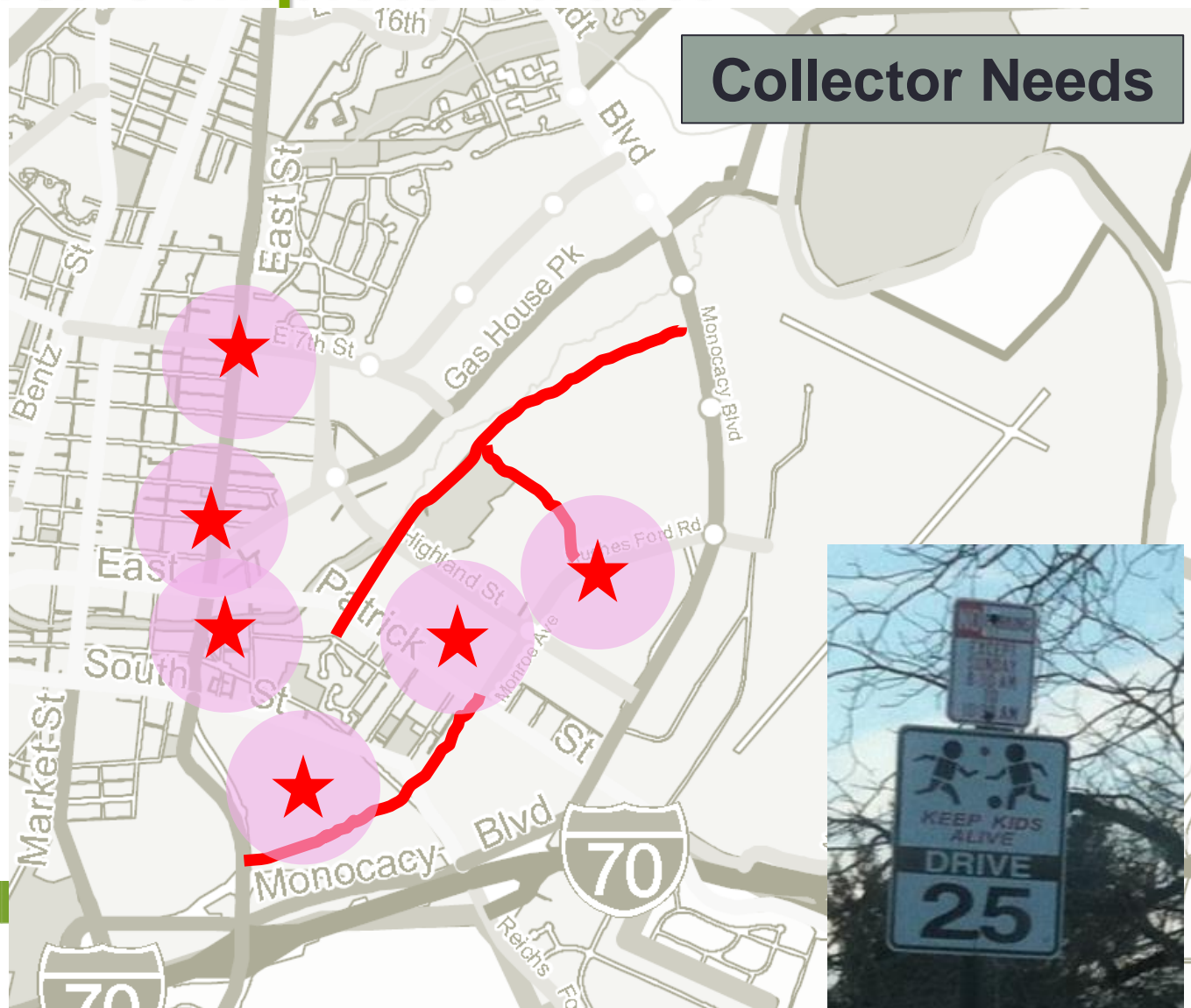
- Connectors
- Shuttles
- Access
- Evolution

Paths



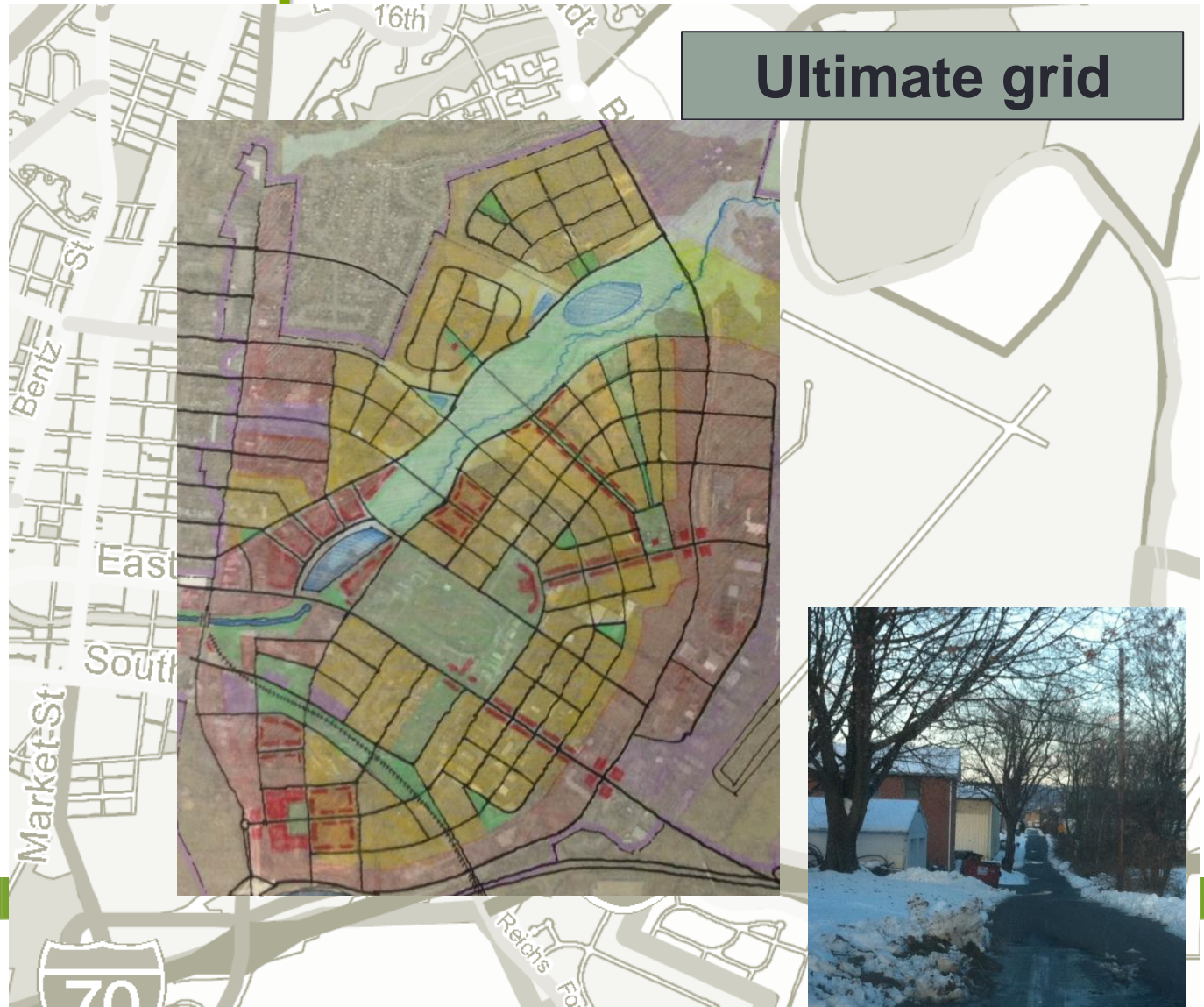
Infrastructure: Complete Streets

- Workhorse
- Connecting nodes
- Feasible
- Needed
- Walkable
- Traffic-carrying
- Multimodal
- Slow



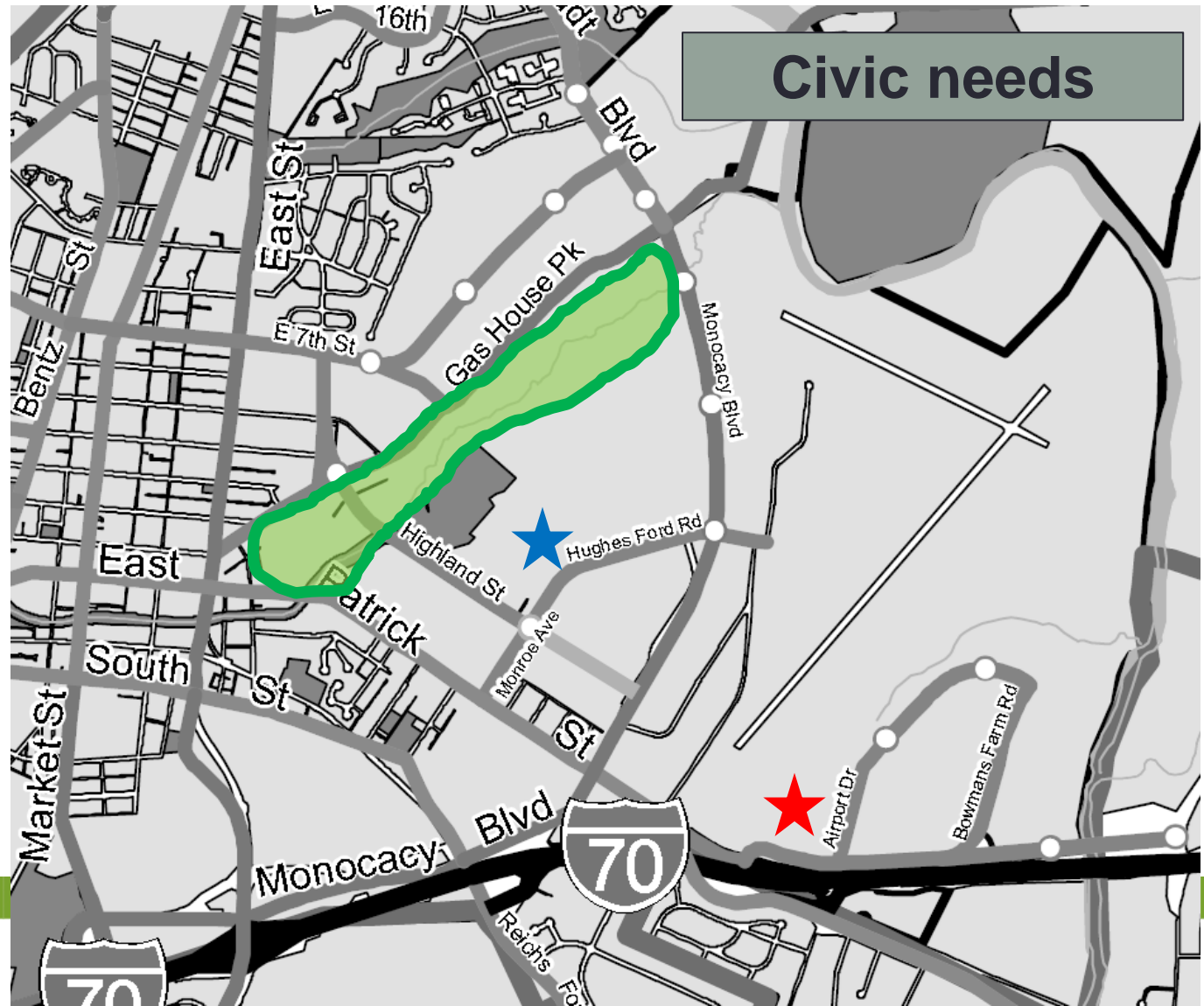
Infrastructure: Complete Streets

- Desirable
- Ultimate
- Context-sensitive
- Livable
- Walkable
- Flexible
- Slow



Infrastructure: Other civic

- Police
- Fire/EMS
- School
- Other civic
- SWM
- Parks



Implementation

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IMPLEMENTATION: New Construction Incentive Program

- Complete economic study of the costs of new development in Frederick
- Understand incentives City can provide in the short term to spark new development at a minimum 7% yield. Suggestions:
 - Little to no impact fees or public benefits or regulatory requirements (affordable housing, parking minimums, public art, open space; redevelopment is the public benefit) for first phase of development or until rental rates justify new construction
 - Market driven and financially feasible zoning regulations (parking, loading, retail)
 - Potential public/private partnerships to spark redevelopment of key sites
 - Continue to provide common City maintained shared parking garages

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IMPLEMENTATION: Comprehensive Financing Program

- Complete economic study of the base property value versus potential redevelopment values in East Frederick
- Establish Tax Increment Financing program
 - Tap into approximately \$50M in multiple bond issuances and \$9.5M in cash flows over 20 years
- Establish special area tax district in Small Area 1
 - Generate approximately \$17-20M in bond issuances and \$7.2M in cash flows over 20 years
- Provide City tax abatements for key tenants and retailers (grocer and movie theatre)
- Explore crowd-sourcing to generate funding and engage neighbors

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IMPLEMENTATION: Frederick Marketing Program

- Identify who the target audience via a psych-graphic study: Who are your customers?
- Develop separate market studies for:
 - Retail to attract top-tier life-style oriented anchor tenants
 - Residential to understand what prospective tenants/owners are looking for in housing product
 - Office to better leverage existing tech and entrepreneurial hubs
- Promote incentives to attract retailers and businesses

Questions and Feedback